



Preparing Students for the Global Economy



Orange Unified School District

Strategic Plan 2015-2018

Adapted from the OUSD Local Control & Accountability Plan 2015-2018
Board Approval and Adoption – June 4, 2015



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Orange Unified School District
Strategic Plan 2014-2017

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OUSD Board of Education



Alexia Deligianni-Brydges, Ed.D.



Rick Ledesma



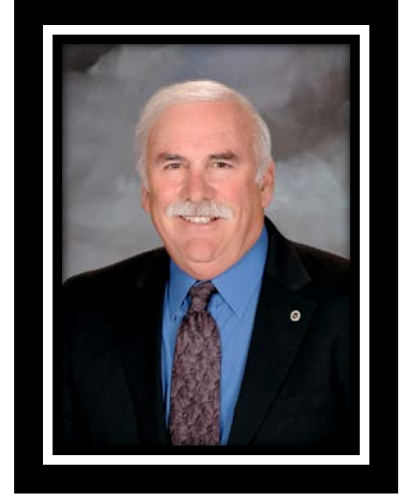
Kathryn Moffat



John Ortega



Timothy Surridge



Mark Wayland

*One Board Member position is currently vacant.



Introduction

Message from the Superintendent of Schools

August 2015

Dear Parents and Community Members,

Welcome to the Orange Unified School District! It is an exciting time within the District as we launch new programs and services, such as the Elementary Integrated Performing Arts Program, at the same time continuing to provide a 21st century education to prepare students for successful college, career and Science, Technology, Engineering, Art and Math (STeAM) experiences.

As a **District of Excellence**, Orange Unified provides a balanced instructional experience with continual innovation that will ensure our students are able to compete in the global community. The District teachers and principals are providing a rigorous instructional program that engages all students in deeper levels of collaboration, critical thinking and creativity. We believe that “**what’s best for our students comes first and foremost**,” and we continue to push for greater levels of success within the organization.

This coming school year will provide more personalized learning opportunities than at any other time in the history of the District. We now offer classes in aviation, computer aided design (CAD), finance and business, robotics, marketing, fire science, crime scene investigation, marketing, and film making to name just a few. In addition to these secondary course offerings, the District is facilitating an expanded elementary music/arts program next year. Upper elementary students and their parents will be able to choose either a yearlong twice-a-week instrumental music course or select to participate in the 21st Century Integrated Arts Wheel that encompasses unique offerings such as visual arts, general music, dance, theatre or a Science Technology Engineering Arts Math (STeAM) integration course.

Award winning schools and academic success are due to the dedicated and talented people throughout the process of strategic goal setting and planning. The Orange USD faculty members are lifelong learners, demonstrating high levels of care and commitment to student academic and social needs. Support staff is dedicated to serve in a multiple of capacities to ensure the successful operations of award winning schools, and the leadership team acknowledges the value of personnel development and service to students and families. Every one of these dedicated employees strives to lead the District to greater levels of achievement. Our community and business leaders are also dedicated to the excellent education provided by the Orange Unified team as evidenced in their overwhelming support for advancing toward improved, state-of-the-art, modernized facilities. The success of all the students is a collaborative effort of all stakeholders in the process of teaching and learning.

Together we have developed the Strategic priorities and goals of the District through the Local Control and Accountability Plan (LCAP) involving all aspects of stakeholder engagement. This document is a synthesis of the key elements of the LCAP and serves as the District blueprint for envisioning the future of the District. It outlines our mission, values, strategic planning process utilizing the LCAP, priorities, and goals that will continue to lead the District to educational excellence. It will guide the schools in delivering a 21st century education and provide the Orange community with an understanding of the advancement of education in Orange Unified.

Parental and Community support are essential for maximizing the learning experience of students. I encourage each of you to work in partnership with teachers and principals to provide students with positive educational experiences. Additionally, I urge you to provide input to our annual Local Control and Accountability Plan (LCAP) development process by providing input at your school. Please stay up to date on the developments regarding the Strategic Plan (2015-18), the progress on innovative educational programs, and other important District communications by visiting the website at (www.orangeusd.org) and following us on Facebook at OrangeUnifiedSchoolDistrictCA.

Sincerely,
Michael L. Christensen
Superintendent of Schools





Our Core Values

Where We Are Going

Orange Unified School District Mission Statement

"The Orange Unified School District, being committed to planning for continual improvement, will offer a learning environment of excellence, with high expectations, to provide each student with the opportunity to be able to compete in the global economy."

Top Ten Core Values

THIS WE BELIEVE ABOVE ALL ELSE ...

1. That all students will learn.
2. That all available resources will be utilized to ensure student success.
3. That everyone needs to model servant leadership.
4. That creating a shared vision will empower others.
5. That communicating our shared vision requires honesty and consistency.
6. That all people should be treated with respect and dignity.
7. That we demonstrate trustworthiness by all we say and do.
8. That we need to listen empathically and respectfully to understand the message beyond the words.
9. That everyone is our customer and, therefore, we will always follow-up and follow-through.
10. That what's best for our students comes first and foremost.

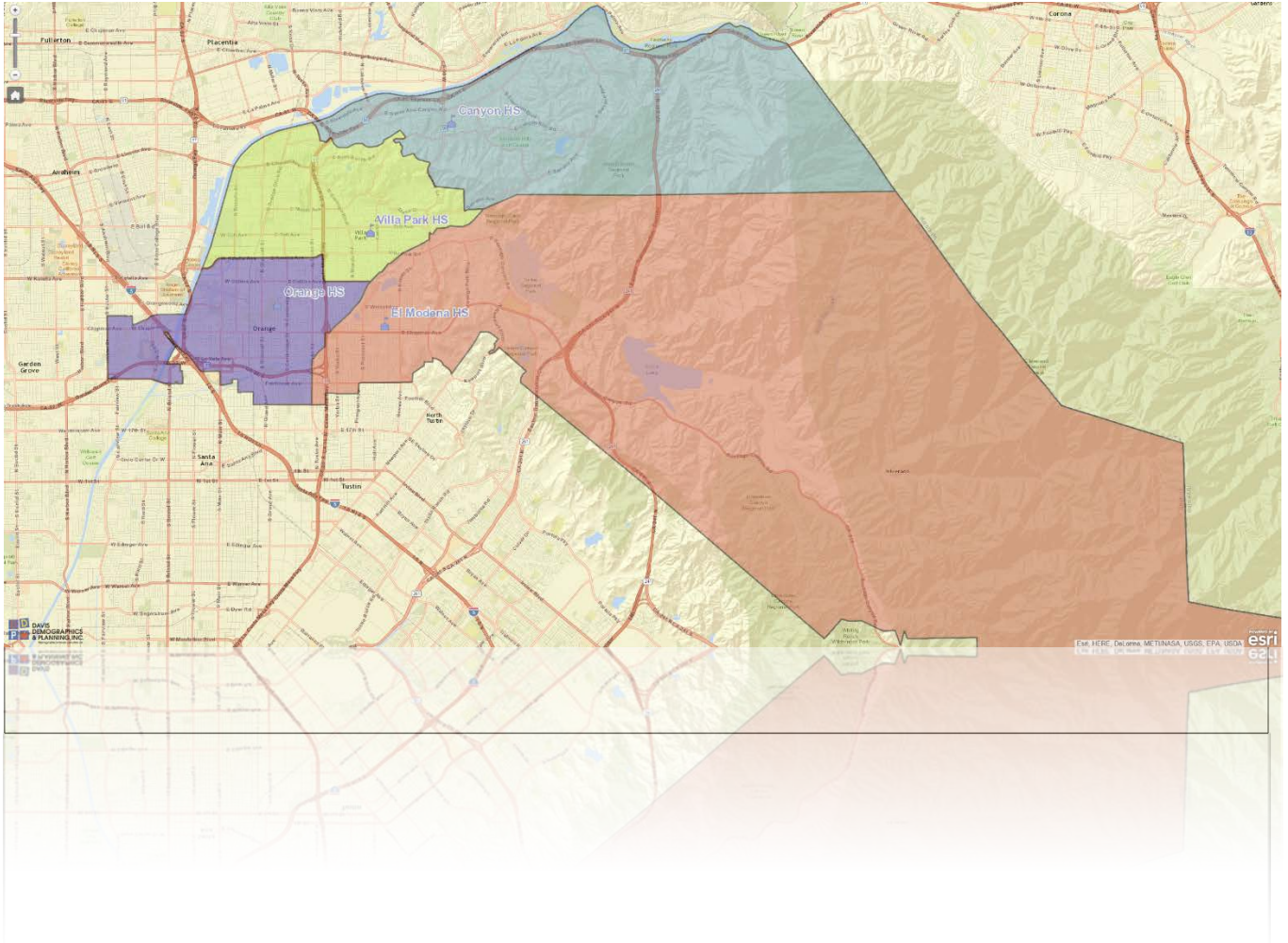




Our Location

Who We Serve

OUSD Boundary Map



The Orange Unified School District, located in Orange County, California, is at the center of a growing community 37 miles southeast of Los Angeles and 68 miles north of San Diego.

Orange Unified's excellent location in northeast Orange County offers its employees a full range of residential and recreational opportunities.

Orange Unified serves students from the cities of Orange, Garden Grove, Santa Ana, Villa Park, Anaheim and Anaheim Hills, unincorporated North Tustin and the unincorporated areas east of Orange to the Riverside County line. All told, the Orange Unified School District covers 108 square miles of mostly suburban development, with a large area of semi-rural and undeveloped land to the east.

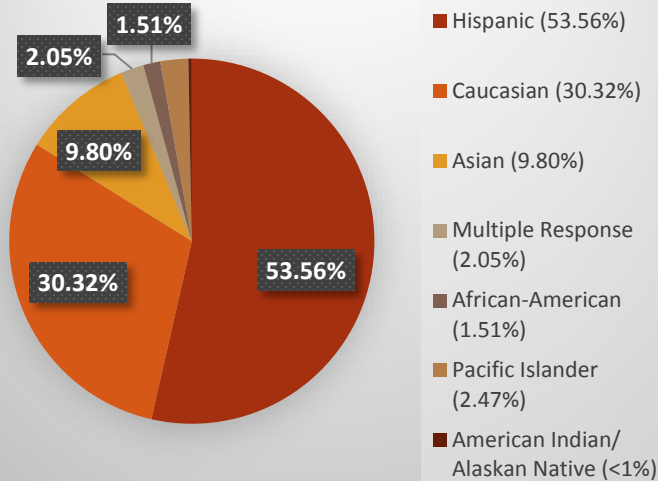
The 29, 436 students in Orange Unified are served by 26 elementary schools, 5 middle schools, four 9 – 12 high schools, a continuation high school, a K – 8 math and science magnet school, and four special schools.



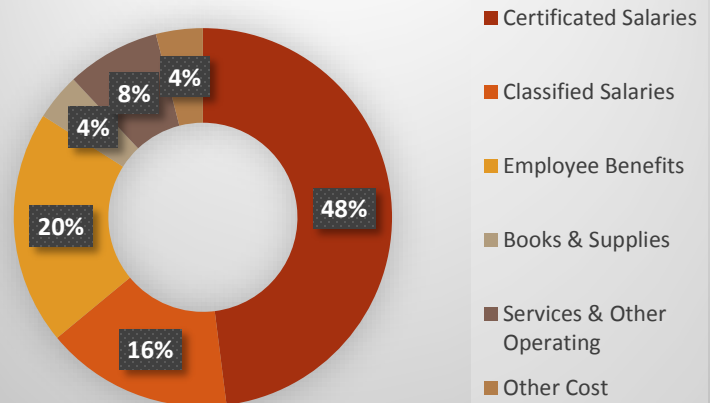
OUSD Snapshot

Who We Are

Student Ethnic Diversity



Operational Expenditures



Elementary Schools:

Anaheim Hills	Handy	Panorama
California K-5	Imperial	Prospect
Cambridge	Jordan	Running Springs
Canyon Rim	La Veta	Serrano
Chapman Hills	Lampson K-5	Sycamore
Crescent	Linda Vista	Taft
Esplanade	Nohl Canyon	Villa Park
Fairhaven	Olive	West Orange K-5
Fletcher	Palmyra	

Middle Schools:

Cerro Villa
El Rancho Charter
Portola 6-7-8
Santiago Charter
Yorba 6-7-8

High Schools:

Canyon
El Modena
Orange
Villa Park

K-8 Magnet:

McPherson

Specialized Schools:

Canyon Hills
Community Day /Alternative Ed.
Career Technical Education &
Regional Occupational Programs
Orange Pre-K SDC
Richland Continuation

Recognitions:

CA Distinguished Schools
CA Gold Ribbon Schools
County & State Teachers of the Year
Classified Employees of the Year
National Blue Ribbon Award
National Blue Ribbon Nominee
CIF Division and State Champions
... and many more!

How to Find Us:

Orange Unified School District
1401 North Handy Street
Orange, CA 92867
714-628-4000
www.orangeusd.org

[f /OrangeUnifiedSchoolDistrictCA](https://www.facebook.com/OrangeUnifiedSchoolDistrictCA)
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Fast Facts

- Number of Students: 29, 436
- Number of Employees: 3, 088
- Graduation Rate: 93.63%
- Attendance Rate: 95.92%
- Students Receiving Free/Reduced Lunch: 45.91%
- Languages Spoken : 107
- 2014-2015 Budget: \$267 million



Strategic Planning

An Ongoing Process

Local Control & Accountability Plan (LCAP) Executive Summary

Introduction to the Local Control and Accountability Plan

After more than 40 years of funding schools according to a calculation known as the “Revenue Limit,” the California State Legislature in 2013 approved Governor Jerry Brown’s plan for the Local Control Funding Formula (LCFF). The LCFF will bring an increase in funding to the Orange Unified School District over the next eight years. The LCFF eliminated most “categorical” programs—restricted funds that could be used only for specific purposes. Our state funding now comes with a “base grant” that is the same for all school districts as well as supplemental and concentration funding based on the number of students who are English language learners, low income or foster youth. The new funding that is generated through the LCFF is dedicated to improve the learning outcomes for three groups of students: English language learners (ELL), low-income (LI) students and foster youth (FY). In addition to a “base grant”, that is the same for all districts in the state; Districts receive additional funding based on the unduplicated count of students who qualify in one of those three groups. For each student in one of those three categories, districts receive what is known in the LCFF as a “supplemental grant.” Districts that have more than 55% of their students in one of those three categories also receive a “concentration grant.” The Orange USD only receives Supplemental Funding due to the 51% unduplicated count of students.

In enacting the LCFF, the Legislature also approved the Local Control and Accountability Plan (LCAP), which mandates that districts describe how they intend to meet annual goals for all students and address state and local priorities. The accountability plan must align goals to the defined priorities, set targets for improvement based on data and link expenditures to the District’s goals. In creating the LCAP requirement, the California legislature established priorities that must be included in the plan. These include:

- ***Conditions of Learning***

- Williams Settlement Criteria: Basic Services
- Implementation of State Academic Content and Performance Standards
- Course Access

- ***Pupil Outcomes***

- Pupil Achievement
- Other Student Outcomes

- ***Engagement***

- Parent Involvement
- Pupil Engagement
- School Climate





Strategic Planning

Stakeholder Engagement Process

In enacting the LCFF, the Legislature also established requirements for stakeholder engagement in the process, including specific review by parents. The district's stakeholder engagement is detailed in Section I of the LCAP.

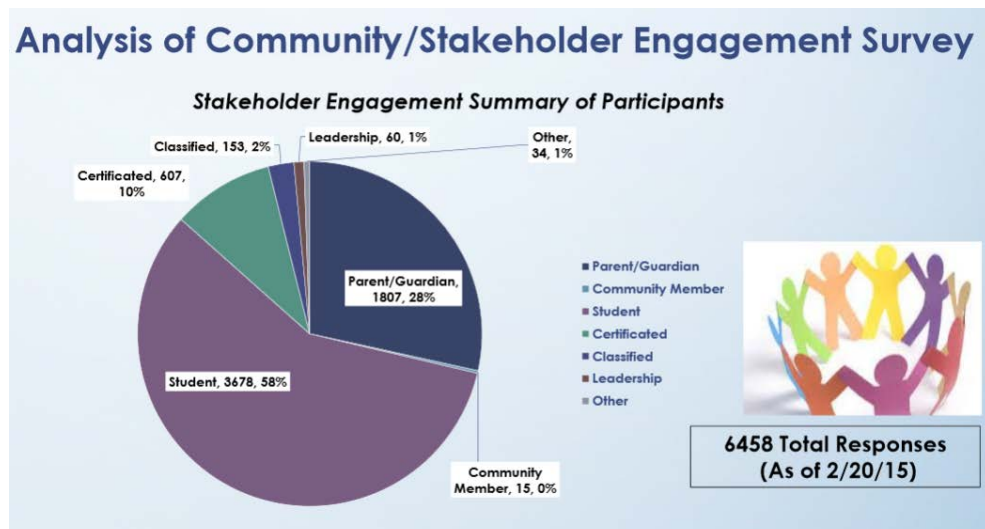
Section 1: Stakeholder Engagement Process

The Orange Unified School District began the Stakeholder Engagement process early in September 2014 with an annual review of all student achievement outcomes at both the District level and Site level involving multiple constituent groups. The link below goes to a webpage that lists significant stakeholder meetings for discussion of the LCAP priorities and goals, a review of relevant data and opportunities for input and survey dialogue. The District has posted an LCAP survey, in English and Spanish, on the District main page since October 2014. Parents, community members, pupils, bargaining units and partner stakeholders servicing our English Learners, Foster Youth and Low Income students have been involved in the multitude of planning meetings. The list of these input meetings can be found on <http://www.orangeusd.org/LCFF/index.asp>.

Analysis of Community/Stakeholder Engagement Survey

Top Responses

- More technology in classroom
- More parent, student, counselor, psychologist, and teacher interaction/support
- Improve school facilities
- Increase teacher and principal professional development
- Fieldtrips, AVID program and more school-wide activities
- Additional career educational opportunities





Strategic Planning

An Ongoing Process

Section 2: Goals, Action, Expenditures and Progress Indicators, Annual Update (2014-15)

It is also expected that Districts align goals and progress indicators to the appropriate actions, services and expenditures to meet the needs of students to improve student outcomes. The overwhelming response from the community was to continue to focus on student engagement including technology aspects of student learning and improve school connectedness. Section 2 of the LCAP provide detailed descriptors of the actions and services proposed to meet these needs. In addition, an annual update has been added to this section to reflect on actions in 2014-15 and refine student achievement goals.

Section 3: Use of Supplemental and Concentration Grant Funds and Proportionality

Districts are expected to identify the amount of funds in the LCAP year calculated on the basis of the number and concentration of low income, foster youth and English Learners.

Conditions for Learning

OUSD Main Goal: All Students will receive a high quality education in a safe environment that prepares them to graduate from high school, college and career ready.

Includes State Priorities: Basic Services, Implementation of State Academic Content and Performance Standards, and Course Access

- **Actions, Services and Expenditures include:**
 - Enhance support to new school technology
 - Improve and Expand Central Data Center to support staff/student technology
 - Expand technology and network project management
 - Increase user support of applications and enhance the help desk responses
 - Develop facilities projects to support safe school environment and climate
 - Maintenance and facilities project funding
 - Enhance Curriculum & instructional technology support through School Site Technology Instructional Specialists
 - Design Coordinator, 21st Century Virtual Learning to support expansion of on-line applications



Strategic Planning

An Ongoing Process

Pupil Outcomes

OUSD Main Goal: All Students will attain mastery or demonstrate academic growth toward mastery in core content areas.

Includes State Priorities: Student Achievement and Other Student Outcomes

- **Actions, Services and Expenditures include:**
 - Academic Language Mentor sections at each secondary school to support English learners
 - AVID sections at each middle and high school to support college readiness
 - Extend calendar for Special Program Coordinators to support English Learner needs
 - Increase services of Early Learning Coordinator to promote expansion of preschool
 - High School Academic Specialists to support development of Academies with alignment to elementary and middle schools
 - Library media specialists for middle schools to improve digital literacy skills

Engagement

OUSD Main Goal: Student and parent engagement will be promoted through an increased sense of safety and improved school climate and school connectedness.

Includes State Priorities: Parental Involvement, Pupil Engagement and Student School Climate

- **Actions, Services and Expenditures include:**
 - Counselor on special assignment to intensify high school counseling
 - Intern counselors at high schools to improve student interactions and level of support
 - Additional special needs support to expand Learning Academy Model
 - Enhance Business Services/Human Resources support and engagement in schools through restoring positions:
 - Executive Director, Human Resources
 - Budget Control Supervisor
 - Risk Manager
 - Increase support for school LCAP implementation through expanded Fiscal Assistance, Accounting and Payroll services
 - Realign Transportation Services to better support school activities and field trip



Our Initiatives

Preparing Our Students for the 21st Century

Theory of Action

If we create, an environment of shared collaboration focused on 21st Century Teaching and Learning, collective accountability will result in urgency for continuous improvement of learning for all students producing increased collaboration, critical thinking, communication, creativity and character.



District-Wide Strategic Goals	Strategic Plan	Local Control and Accountability Plan
<p>Orange Unified School District Mission Statement: <i>“The Orange Unified School District, being committed to planning for continual improvement, will offer a learning environment of excellence, with high expectations, to provide each student with the opportunity to be able to compete in the global economy”</i></p> <p>Conditions for Student Learning: All students will receive a high quality education in a safe environment that prepares them to graduate from high school, college, career, and STEaM ready for 21st Century challenges.</p> <p>Pupil Outcomes: All students will attain mastery or demonstrate academic growth toward mastery in core content areas measured by 21st Century Assessments, SBAC & local assessments.</p> <p>Engagement: Student and parent engagement will be promoted through an increased sense of safety and improved student climate and school connectedness as measured by surveys and ongoing training.</p>		<ul style="list-style-type: none"> • A minimum of 1% point growth in English-Language Arts & Mathematics for all students and the following specific student subgroups: <ul style="list-style-type: none"> ◉ Foster Youth ◉ Hispanic/Latino ◉ Students with Disabilities ◉ Socioeconomically Disadvantaged ◉ English Language (EL) Learners • All district subgroups including reclassified ELL’s will maintain high levels of proficiency and continue to excel on state and local assessments • All English Language Learners will advance in EL proficiency for every year of instruction as measured by CELDT • High schools will increase their 2016 four-year graduation rates by 0.25% • Student attendance will meet or exceed rates from prior year • Parent/student engagement will exceed rates from prior year • Increase by 1% the number of students enrolled in CTE, AVID, Honors, AP, IB, ERWC, and A – G and STEaM courses



8 Areas of State Priority

State Priority and Priority Goals

Conditions of Learning

Main Goal: *All students will receive a high quality education in a safe environment that prepares them to graduate from high school, college and career ready.*

This goal is reflective of our underlying vision that in order for students to become life-long learners, who can adapt to the constant changes in a diverse and technology-driven global economy, then it is critical that they ascertain the skills of communication, collaboration, critical thinking, creativity and citizenship.

Basic

- **Goal 1:** All students will receive a 21st century education that includes access to highly qualified teachers, standardized aligned materials and facilities maintained in good repair.

Implementation of State Standards

- **Goal 2:** All students are provided with supplemental resources, materials, and services and receive instruction from teachers who enhance their instructional practice through participating in various professional development training that focuses on such topics as 21st Century teaching and learning, Academic Content and Performance Standards, and ELD Standards.

Course Access

- **Goal 3:** All students will have access to 21st Century courses and programs that enhance college and career opportunities, such as Advancement via Individual Determination (AVID), Online Courses (including Accelerated Math Pathway), Expository Reading Writing Course (ERWC), Advanced Placement (AP), College Board approved A-G courses, Career Technical Education (CTE) resources and Science, Technology, Engineering, Arts and Mathematics (STEM) courses.



8 Areas of State Priority

State Priority and Priority Goals

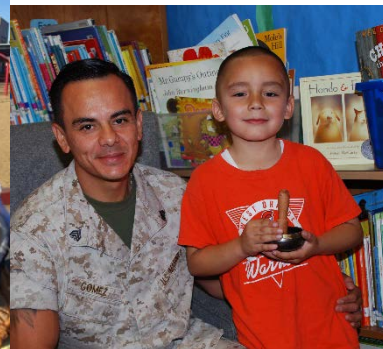
Pupil Outcomes

Main Goal: All students will attain mastery or demonstrate academic growth towards mastery in core content areas.

As students move toward becoming proficient 21st century learners, Orange USD recognizes the need to move from teacher-directed, whole group instruction to a balanced learner-centered environment that fosters vibrant engagement, real-life application, and information/communication technologies.

Pupil Achievement and Other Pupil Outcomes

- **Goal 4: All students will demonstrate increased competency in real-world, relevant subject area content: English, Math, Science, History, Visual and Performing Arts, Physical Education and English Language Development, with additional technology support to enhance student achievement and monitor student progress determined by baseline data on State Assessments (SBAC, CAHSEE, CELDT) and District local measures.**





8 Areas of State Priority

State Priority and Priority Goals

Engagement

Main Goal: *Student and parent engagement will be promoted through an increased sense of safety, improved school climate and school connectedness.*

In order for our students to become career and college ready, it is essential that they experience teamwork, networks, and a sense of community in order to understand how they fit and impact the larger local and global contexts.

Parent Involvement

- Goal 5: All parents will have access to resources, services, workshops and activities, stakeholder engagement trainings, and input in decision-making practices at district and schools, especially with English Learners, Low Income, Special Education, Gifted and Talented Education (GATE), and Foster Youth parents.

Pupil Engagement

- Goal 6: All students will have access to engaging college and career pathway programs, technology, digital literacy, and resources and support systems that will increase student motivation and achievement.

School Climate

- Goal 7: All students will have access to resources, services and programs that provide a safe and motivating learning experience that fosters school connectedness.



State & National Recognition for OUSD

Award-Winning Schools

The California State Board of Education recognizes public schools within the State that best represent exemplary and quality educational programs. The State identifies and honors those schools that have demonstrated education excellence for all students and schools that have shown progress in narrowing the achievement gap. The following is a list of OUSD Schools that have been honored.

SCHOOL

AWARD YEAR(S)

Distinguished School Award

Anaheim Hills Elementary	2008, 2002
Canyon Rim Elementary	2012, 2004
Canyon High	2007
Cerro Villa Middle	2013, 2005, 1994
Chapman Hills Elementary	2014, 2000
Crescent Elementary	2000
El Rancho Charter Middle	2013, 2005
El Modena High	2005, 1996
Imperial Elementary	2014
Linda Vista Elementary	2012
McPherson Magnet	2006, 2000, 1990
Nohl Canyon Elementary	2014
Palmyra Elementary	2008
Panorama Elementary	2008, 2000
Santiago Charter Middle	2011, 1999, 1990
Serrano Elementary	2014, 2010, 2004
Silverado Elementary (now closed)	2002
Running Springs Elementary	2006
Villa Park High	2013

Title I Academic Achievement Award

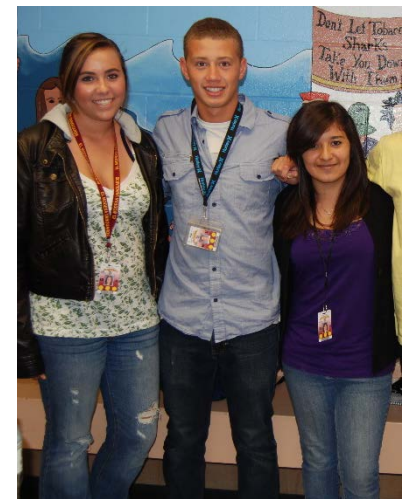
California Elementary	2008, 2007
Sycamore Elementary	2014
West Orange Elementary	2005, 2004

National Blue Ribbon Award Winner

Winner - Fairhaven Elementary School	2012
Nominee - Sycamore Elementary	2014

California Gold Ribbon Schools Awards

Canyon High School	2015
Cerro Villa Middle School	2015
El Modena High School	2015
El Rancho Charter Middle School	2015





Acknowledgements

Thank you!

The Orange Unified School District began the Stakeholder Engagement process early in September 2014 with an annual review of all student achievement outcomes at both the District level and Site level involving multiple constituent groups and committees. The District posted an LCAP survey, in English and Spanish, on the District home page during September 2014. Parents, community members, pupils, bargaining units and partner stakeholders servicing our English Learners, Foster Youth and Low Income students have been involved in the multitude of planning meetings.

The LCAP is an ambitious document created from the input of the Orange USD community. This document meets both the requirements of state law and the expectations of the district's stakeholders. The LCAP is a significant change in how school district funding priorities have been set, for the first time mandating significant engagement with stakeholders and demanding specific accountability for the effectiveness of the adopted strategies. This process led to the creation of a District Blueprint and Strategic Planning Tool for 2015-2018 which will be annually updated with stakeholder and community input. Please visit the District website for more detailed information on the LCAP document and how to get involved in the process.

The District thanks the community for its efforts in the development of this plan!





Preparing Students for Careers & College

Career Technical Education & ROP

Orange Unified School District Career Technical Education courses are available for high school students at their home high school and the Career Education Center. There are a variety of opportunities available to prepare students for 21st century careers and college.

Canyon High School Pathways

Graphic Design, Animation, Game Design and Integration, Photography, Production and Managerial Arts, Performing Arts (Dance and Theatre), Financial Services, International Business, Education, Patient Care, Sports Medicine, Emergency Response, Public Safety, Network Communications, Information Support and Services, Robotics, Aviation/Engineering

El Modena High School Pathways

Graphic Design, Animation, Game Design and Integration, Photography, Production and Managerial Arts, Performing Arts (Dance), Entrepreneurship, Financial Services, International Business, Education, Patient Care, Sports Medicine, Emergency Response, Public Safety, Information Support and Services, Robotics, , Product Design, Engineering, Culinary Arts

Orange High School Pathways

Animal Science, Ornamental Horticulture, Graphic Design, Animation, Game Design and Integration, Photography, Performing Arts (Dance), Entrepreneurship, Financial Services, International Business, Education, Patient Care, Sports Medicine, Emergency Response, Public Safety, Information Support and Services, Automotive

Villa Park High School Pathways

Graphic Design, Performing Arts (Dance), Entrepreneurship, Financial Services, International Business, Education, Patient Care, Sports Medicine, Emergency Response, Public Safety, Information Support and Services, Paxton Patterson Career Plus

Richland High School Pathways

Graphic Design, Photography, Animation, Production and Managerial Arts, Information Support and Services, International Business

Cerro Villa Middle School

Paxton Patterson STEM Action Labs, Fashion Design & Merchandising

McPherson Middle School

C-STEM Robotics & Mathematics, Information Support and Services

Portola Middle School

Paxton Patterson STEM Action Labs, Fashion Design & Merchandising

Yorba Middle School

Paxton Patterson STEM Action Labs